FIG. 1

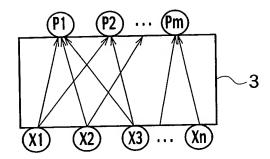


FIG. 2

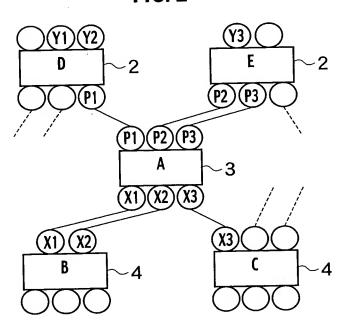


FIG. 3

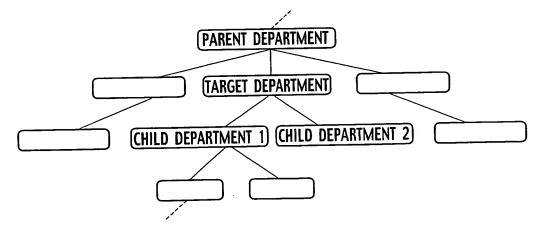


FIG. 4

| PRODUCT ID | PROCESS ID | PROCESS ORDER | MINIMUM PERIOD | MAXIMUM PERIOD | PROCESS OFFSET | RESOURCE ID | RESOURCE USAGE |
|------------|---------------|------------------|-------------------|-------------------|-------------------|----------------|-------------------|
| Α | A001 | 1 | 0.5 | 20 | 0 | R01 | 1 |
| Α | A002 | 2 | 0.5 | 20 | 1 | R02 | 2 |
| В | B001 | 1 | 0.5 | 20 | 0 | R01 | 1 |
| В | B002 | 2 | 0.5 | 20 | 1 | R02 | 1 |
| В | B003 | 3 | 0.5 | 20 | 2 | R01 | 0.5 |

FIG. 5

| RESOURCE ID | INSIDE / OUTSIDE CLASSIFICATION |
|-------------|---------------------------------|
| R01 | INSIDE RESOURCE |
| R02 | OUTSIDE RESOURCE |

FIG. 6A

| | | | a | b | С |
|----------------|----|------|-------|------------------------|-----------------|
| PRODUCT | ID | TERM | PRICE | PRODUCTION DIRECT COST | MARGINAL PROFIT |
| | | 1 | 1 | 0.5 | 0.5 |
| | | 2 | 1 | 0.5 | 0.5 |
| P1 | | 3 | 1.5 | 1 | 0.5 |
| | | 4 | 1.2 | 0.6 | 0.6 |
| | | 5 | 1 | 0.5 | 0.5 |

FIG. 6B

| | | d | е | f | g |
|------------|------|---------------------------|-----------------------------|-------------------------|-----------------------|
| PRODUCT IC | TERM | PLANNED SALES QUANTITY | PLANNED PRODUCTION QUANTITY | FIXED SALES QUANTITY | INVENTORY QUANTITY |
| | 1 | 2 | 1.5 | 1 | 0.5 |
| | 2 | 2 | 1.8 | 0.8 | 1.5 |
| P1 | 3 | 3 | 2 | 1 | 2.5 |
| | 4 | 3 | 2.5 | 2 | 3 |
| | 5 | 2 | 2 | 1 | 4 |

FIG. 6C

| | | h | | j | k |
|---------------|------|-----------------------------------|---|--|--|
| PRODUCT ID | TERM | SURPLUS PRODUCTION QUANTITY | UPSTREAM CONSOLIDATED CONTRIBUTION PROFIT | EFFECTIVE SURPLUS PRODUCTION QUANTITY | CONSOLIDATED CONTRIBUTION PROFIT |
| | 1 | 0.3 | 0.3 | 0.3 | 0.6 |
| | 2 | 0.5 | 0.3 | 0.3 | 0.6 |
| P1 | 3 | 0.4 | 0.3 | 0.3 | 0.6 |
| | 4 | 0.6 | 0.2 | 0.4 | 0.5 |
| | 5 | 0.7 | 0.2 | 0.6 | 0.5 |

FIG. 7

| | | а | b | С | d |
|------------|------|-----------------------------------|---|--|--|
| PART ID | TERM | SURPLUS PRODUCTION QUANTITY | UPSTREAM CONSOLIDATED CONTRIBUTION PROFIT | EFFECTIVE SURPLUS PRODUCTION QUANTITY | CONSOLIDATED CONTRIBUTION PROFIT |
| | 1 | 0.4 | 0.2 | 0.3 | 0.4 |
| | 2 | 0.6 | 0.2 | 0.3 | 0.4 |
| X1 | 3 | 0.6 | 0.2 | 0.3 | 0.4 |
| | 4 | 0.7 | 0.15 | 0.4 | 0.3 |
| | 5 | 0.7 | 0.15 | 0.6 | 0.4 |

| | etc | ı | L | I | 1 | 1 |
|----------------------------|---|------|------|------|------|------|
| SH FLOW | SALES PLAN CF | 0.20 | 0.29 | 0.38 | 0.47 | 20.0 |
| DEPARTMENT CASH FLOW | SALES PRODUCTION FIXED SALES PRODUCTION FIXED EXISTING PRODUCTION SALES PLAN CF PLAN CF | 0.20 | 0.29 | 0.38 | 0.47 | 20'0 |
| | EXISTING CF | 0.20 | 0.29 | 0.38 | 0,47 | 0.07 |
| IL PROFIT | FIXED | 6.0 | 0.15 | 0.2 | 0.2 | 0 |
| DEPARTMENT MARGINAL PROFIT | PRODUCTION PLAN | 0.3 | 0.15 | 0.2 | 0.25 | 0.25 |
| DEPARTM | SALES | 0.3 | 0.2 | 0.2 | 0.3 | 0.3 |
| | FIXED | 0.3 | 0.45 | 9.4 | 9.4 | 0 |
| DEPARTMENT SALES | PRODUCTION PLAN | 0.5 | 0.45 | 9.0 | 0.45 | 0.5 |
| 哥 | SALES | 0.5 | 0.5 | 0,4 | 0.5 | 9.0 |
| NDITURE | RESOURCE S FIXED S COST | 0.3 | 0.2 | 0.2 | 0.3 | 0.3 |
| DEPARTMENT EXPENDITI | TOTAL INVENTORY COST | l | 0,01 | 0.02 | 0.01 | 0.01 |
| DEPAR | COMMON FIXED COST | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 |
| | TERM | _ | 7 | က | 4 | 2 |

FIG. 9

| ORDER ID | START DATE | END DATE | PRODUCT ID | FIXED QUANTITY FOR PARENT PRODUCTS | REQUESTED QUANTITY OF PARENT PRODUCTS | SURPLUS PRODUCTION QUANTITY FOR PARENT PRODUCTS |
|-------------|---------------|-------------|---------------|--|--|---|
| A-1 | 1/1 | 1/10 | Α | 0 | 0 | 0 |
| A-2 | 1/11 | 1/20 | Α | 0 | 2 | 0 |
| A-3 | 1/21 | 1/31 | Α | 0 | 0 | 0 |
| B-1 | 1/1 | 1/10 | В | 0 | 0 | 0 |
| B-2 | 1/11 | 1/20 | В | 0 | 0 | 0 |
| B-3 | 1/21 | 1/31 | В | 0 | 5 | 0 |

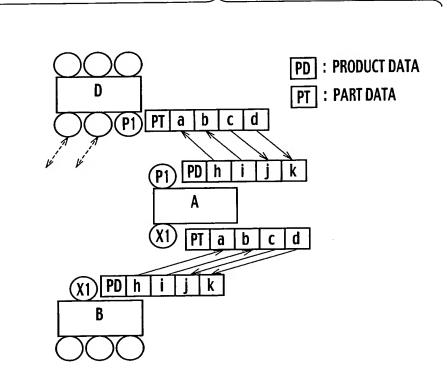
FIG. 10

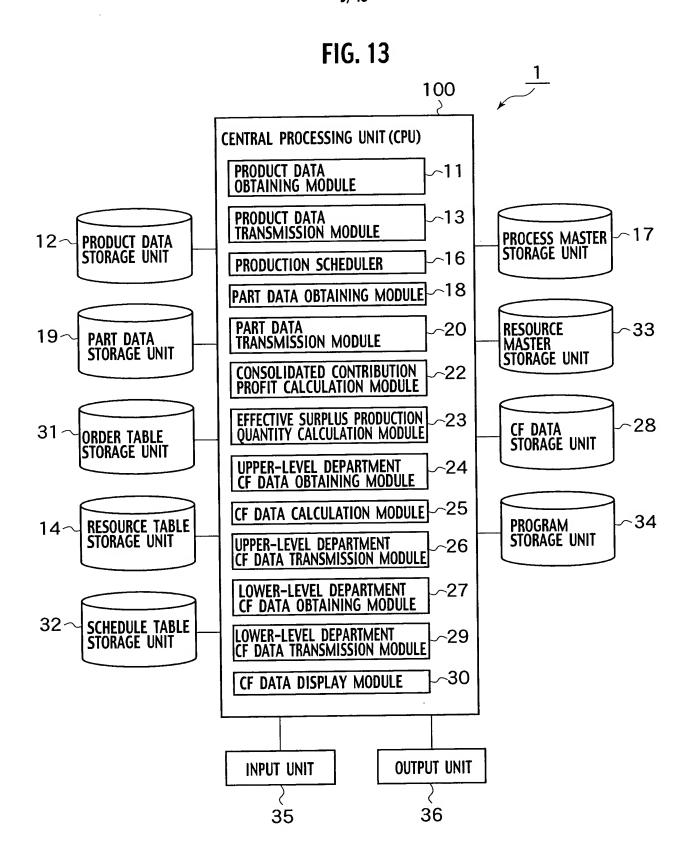
| RESOURCE ID | START DATE | END DATE | FIXED QUANTITY OF PARTS | DESIRED QUANTITY FOR PARTS | SURPLUS PRODUCTION QUANTITY OF PARTS | PLANNED QUANTITY |
|----------------|---------------|-------------|----------------------------|----------------------------------|--|---------------------|
| R01 | 1/1 | 1/10 | 10 | 0 | 0 | 0 |
| R01 | 1/11 | 1/20 | 10 | 0 | 0 | 0 |
| R01 | 1/21 | 1/31 | 10 | 0 | 0 | 0 |
| R02 | 1/1 | 1/10 | 0 | 0 | 2 | 0 |
| R02 | 1/11 | 1/20 | 0 | 0 | 6 | 0 |
| R02 | 1/21 | 1/31 | 0 | 0 | 10 | 0 |

FIG. 11

| ORDER ID | PROCESS ID | START DATE | END DATE | OFFSET | RESOURCE ID | QUANTITY | COST |
|----------|------------|---------------|-------------|--------|-------------|----------|------|
| A-1 | A001 | - | - | 0 | R01 | 0 | |
| A-1 | A002 | 1/1 | 1/10 | 1 | R02 | 0 | |
| A-2 | A001 | - | _ | 0 | R01 | 0 | |
| A-2 | A002 | 1/11 | 1/20 | 1 | R02 | 0 | |
| A-3 | A001 | - | - | 0 | R01 | 0 | |
| A-3 | A002 | 1/21 | 1/31 | 1 | R02 | 0 | |
| B-1 | B001 | - | _ | 0 | R01 | 0 | |
| B-1 | B002 | - | - | 1 | R02 | 0 | |
| B-1 | B003 | 1/1 | 1/10 | 2 | R01 | 0 | |
| B-2 | B001 | - | - | 0 | R01 | 0 | |
| B-2 | B002 | - | - | 1 | R02 | 0 | |
| B-2 | B003 | 1/11 | 1/20 | 2 | R01 | 0 | |
| B-3 | B001 | - | - | 0 | R01 | 0 | |
| B-3 | B002 | - | - | 1 | R02 | 0 | |
| B-3 | B003 | 1/21 | 1/31 | 2 | R01 | 0 | |

FIG. 12





10/43

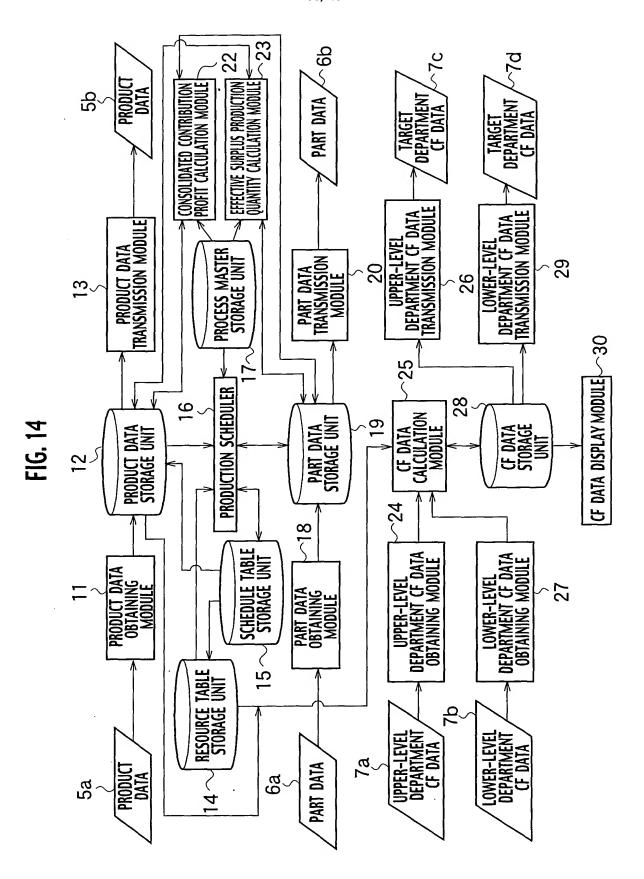


FIG. 15

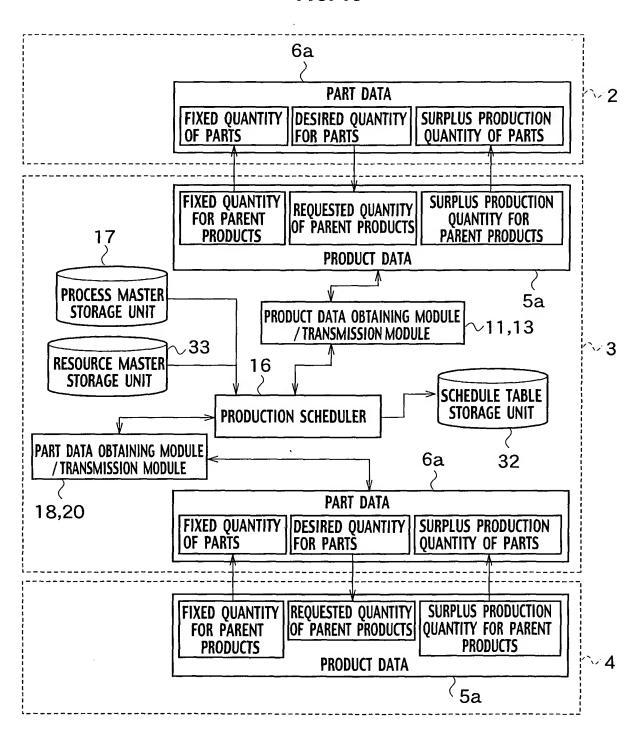


FIG. 16

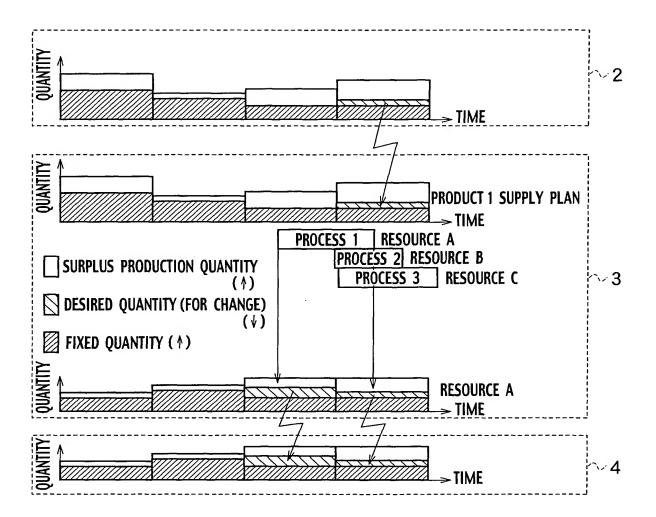


FIG. 17

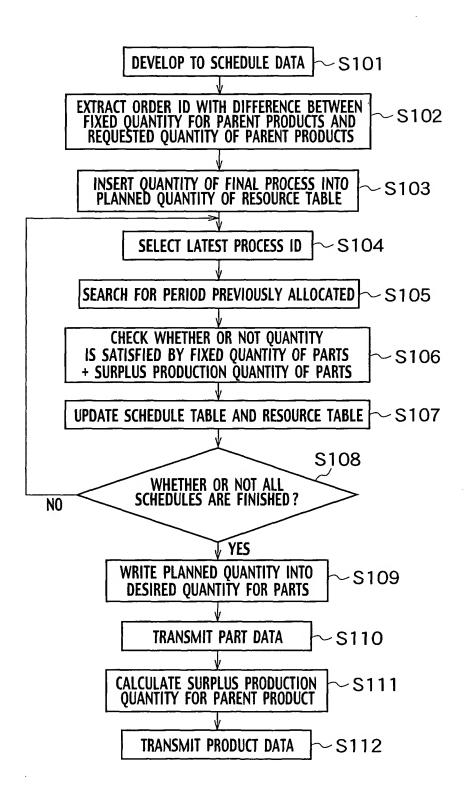


FIG. 18

| ORDER ID | PROCESS ID | START DATE | END DATE | OFFSET | RESOURCE ID | QUANTITY |
|----------|------------|---------------|-------------|--------|-------------|----------|
| A-2 | A001 | - | - | 0 | R01 | 2 |
| A-2 | A002 | 1/11 | 1/20 | 1 | R02 | 4 |
| B-3 | B001 | - | - | 0 | R01 | 5 |
| B-3 | B002 | - | - | 1 | R02 | 5 |
| B-3 | B003 | 1/21 | 1/31 | 2 | R01 | 3 |

FIG. 19

| RESOURCE ID | START DATE | END DATE | FIXED QUANTITY OF PARTS | DESIRED QUANTITY FOR PARTS (FOR CHANGE) | SURPLUS PRODUCTION QUANTITY OF PARTS | PLANNED QUANTITY |
|----------------|---------------|-------------|-------------------------------|---|--|---------------------|
| R01 | 1/1 | 1/10 | 10 | 0 | 0 | 0 |
| R01 | 1/11 | 1/20 | 10 | 0 | 0 | 0 |
| R01 | 1/21 | 1/31 | 10 | 0 | 0 | 3 |
| R02 | 1/1 | 1/10 | 0 | 0 | 2 | 0 |
| R02 | 1/11 | 1/20 | 0 | 0 | 6 | 4 |
| R02 | 1/21 | 1/31 | 0 | 0 | 10 | 0 |

10 10

FIG. 20

| ORDER ID | PROCESS ID | START DATE | END DATE | OFFSET | RESOURCE ID | QUANTITY |
|----------|------------|---------------|-------------|--------|-------------|----------|
| A-2 | A001 | - | - | 0 | R01 | 2 |
| A-2 | A002 | 1/11 | 1/20 | 1 | R02 | 4 |
| B-3 | B001 | - | - | 0 | R01 | 5 |
| B-3 | B002 | 1/19 | 1/29 | 1 | R02 | 5 |
| B-3 | B003 | 1/21 | 1/31 | 2 | R01 | 3 |

FIG. 21

| RESOURCE ID | START DATE | END DATE | FIXED QUANTITY OF PARTS | DESIRED QUANTITY FOR PARTS (FOR CHANGE) | SURPLUS PRODUCTION QUANTITY OF PARTS | PLANNED QUANTITY |
|----------------|---------------|-------------|-------------------------------|---|--|---------------------|
| R01 | 1/1 | 1/10 | 10 | 0 | 0 | 0 |
| R01 | 1/11 | 1/20 | 10 | 0 | 0 | 0 |
| R01 | 1/21 | 1/31 | 10 | 0 | 0 | 3 |
| R02 | 1/1 | 1/10 | 0 | 0 | 2 | 0 |
| R02 | 1/11 | 1/20 | 0 | 0 | 6 | 4+1 |
| R02 | 1/21 | 1/31 | 0 | 0 | 10 | 0+4 |

FIG. 22

| ORDER ID | PROCESS ID | START DATE | END DATE | OFFSET | RESOURCE ID | QUANTITY |
|----------|------------|---------------|-------------|--------|-------------|----------|
| A-2 | A001 | - | - | 0 | R01 | 2 |
| A-2 | A002 | 1/11 | 1/20 | 1 | R02 | 4 |
| B-3 | B001 | 1/18 | 1/28 | 0 | R01 | 5 |
| B-3 | B002 | 1/19 | 1/29 | 1 | R02 | 5 |
| B-3 | B003 | 1/21 | 1/31 | 2 | R01 | 3 |

FIG. 23

| RESOURCE ID | START DATE | END DATE | FIXED QUANTITY OF PARTS | DESIRED QUANTITY FOR PARTS (FOR CHANGE) | SURPLUS PRODUCTION QUANTITY OF PARTS | PLANNED QUANTITY |
|----------------|---------------|-------------|-------------------------------|---|--|---------------------|
| R01 | 1/1 | 1/10 | 10 | 0 | 0 | 0 |
| R01 | 1/11 | 1/20 | 10 | 0 | 0 | 0+1 |
| R01 | 1/21 | 1/31 | 10 | 0 | 0 | 3+4 |
| R02 | 1/1 | 1/10 | 0 | 0 | 2 | 0 |
| R02 | 1/11 | 1/20 | 0 | 0 | 6 | 5 |
| R02 | 1/21 | 1/31 | 0 | 0 | 10 | 4 |

FIG. 24

| ORDER ID | PROCESS ID | START DATE | END DATE | OFFSET | RESOURCE ID | QUANTITY |
|----------|------------|---------------|-------------|--------|-------------|----------|
| A-2 | A001 | 1/10 | 1/19 | 0 | R01 | 2 |
| A-2 | A002 | 1/11 | 1/20 | 1 | R02 | 4 |
| B-3 | B001 | 1/18 | 1/28 | 0 | R01 | 5 |
| B-3 | B002 | 1/19 | 1/29 | 1 | R02 | 5 |
| B-3 | B003 | 1/21 | 1/31 | 2 | R01 | 3 |

FIG. 25

| RESOURCE ID | START DATE | END DATE | FIXED QUANTITY OF PARTS | DESIRED QUANTITY FOR PARTS (FOR CHANGE) | SURPLUS PRODUCTION QUANTITY OF PARTS | PLANNED QUANTITY |
|----------------|---------------|-------------|-------------------------------|---|--|---------------------|
| R01 | 1/1 | 1/10 | 10 | 0 | 0 | 0 |
| R01 | 1/11 | 1/20 | 10 | 0 | 0 | 1+2 |
| R01 | 1/21 | 1/31 | 10 | 0 | 0 | 7 |
| R02 | 1/1 | 1/10 | 0 | 0 | 2 | 0 |
| R02 | 1/11 | 1/20 | 0 | 0 | 6 | 5 |
| R02 | 1/21 | 1/31 | 0 | 0 | 10 | 4 |

FIG. 26

| RESOURCE ID | START DATE | END DATE | FIXED QUANTITY OF PARTS | DESIRED QUANTITY FOR PARTS (FOR CHANGE) | SURPLUS PRODUCTION QUANTITY OF PARTS | PLANNED QUANTITY |
|----------------|---------------|-------------|-------------------------------|---|--|---------------------|
| R01 | 1/1 | 1/10 | 10 | 0 | 0 | 0 |
| R01 | 1/11 | 1/20 | 10 | 3 | 0 | 3 |
| R01 | 1/21 | 1/31 | 10 | 7 | 0 | 7 |
| R02 | 1/1 | 1/10 | 0 | 0 | 2 | 0 |
| R02 | 1/11 | 1/20 | 0 | 5 | 6 | 5 |
| R02 | 1/21 | 1/31 | 0 | 4 | 10 | 4 |

FIG. 27

| RESOURCE ID | START DATE | END DATE | FIXED QUANTITY OF PARTS | DESIRED QUANTITY FOR PARTS (FOR CHANGE) | SURPLUS PRODUCTION QUANTITY OF PARTS | PLANNED QUANTITY |
|----------------|---------------|-------------|-------------------------------|---|--|---------------------|
| R02 | 1/1 | 1/10 | 0 | 0 | 2 | 0 |
| R02 | 1/11 | 1/20 | 0 | 5 | 6 | 0 |
| R02 | 1/21 | 1/31 | 0 | 4 | 10 | 0 |

FIG. 28

| ORDER ID | START DATE | END DATE | PRODUCT ID | FIXED QUANTITY FOR PARENT PRODUCTS | REQUESTED QUANTITY (FOR CHANGE) OF PARENT PRODUCTS | SURPLUS PRODUCTION QUANTITY FOR PARENT PRODUCTS |
|-------------|---------------|-------------|---------------|--|--|---|
| A-1 | 1/1 | 1/10 | Α | 0 | 0 | 1 |
| A-2 | 1/11 | 1/20 | Α | 2 | 0 | 0 |
| A-3 | 1/21 | 1/31 | Α | 0 | 0 | 3 |
| B-1 | 1/1 | 1/10 | В | 0 | 0 | 2 |
| B-2 | 1/11 | 1/20 | В | 0 | 0 | 1 |
| B-3 | 1/21 | 1/31 | В | 5 | 0 | 2 |

| DER START END PF Date Date ID | END PF Date 10 | | PRODUCT ID | FIXED QUANTITY FOR PARENT PRODUCTS | REQUESTED QUANTITY OF PARENT PRODUCTS | URPLUS PRODUCTION QUANTITY FOR PARENT PRODUCTS | PREDICTED DEMAND QUANTITY | CERTAI FACTOI |
|----------------------------------|-------------------|-----|---------------|--|---------------------------------------|--|---------------------------------|------------------|
| 1/1 1/10 A 0 | 1/10 A 0 | A 0 | 0 | | 0 | 0 | 0 | 0 |
| 1/11 1/20 A 0 | 1/20 A 0 | A 0 | 0 | | 2 | 0 | 8 | 9.0 |
| 1/21 1/31 A 0 | | A 0 | 0 | | 0 | 0 | 5 | 0.2 |
| 1/1 1/10 B 0 | | B 0 | 0 | | 0 | 0 | 0 | 0 |
| 1/11 1/20 B 0 | 1/20 B 0 | B 0 | 0 | | 0 | 0 | 0 | 0 |
| 1/21 1/31 B 0 | 1/31 B 0 | B 0 | 0 | | 5 | 0 | 3 | 0.2 |

16. 29

| 0 | 2.5 | _ | 0 | 0 | 5 |
|------|----------------------|--|---|---|--|
| 0 | 0.5 | 0.2 | 0 | 0 | 0.2 |
| 0 | 3 | 5 | 0 | 0 | 3 |
| 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 2 | 0 | 0 | 0 | S |
| 0 | 0 | 0 | 0 | 0 | 0 |
| A | A | A | 8 | ھ | 20 |
| 1/10 | 1/20 | 1/31 | 1/10 | 1/20 | 1/31 |
| 1/1 | 1/11 | 1/21 | 1/1 | 1111 | 1/21 |
| A-1 | Γ | | | | 1 |
| | 1/1 1/10 A 0 0 0 0 0 | 1/1 1/10 A 0 0 0 0 1/11 1/20 A 0 2 0 3 0.5 | 1/1 1/10 A 0 0 0 0 0 1/11 1/20 A 0 2 0 3 0.5 1/21 1/21 1/31 A 0 0 0 5 0.2 | 1/1 1/10 A 0 0 0 0 0 0 0 1/1 1/1 1/20 A 0 2 0 3 0.5 0 1/2 1/2 1/3 A 0 | 1/1 1/10 A 0 |

FIG. 31

| RESOURCE ID | START DATE | END DATE | FIXED QUANTITY OF PARTS | DESIRED QUANTITY FOR PARTS (FOR CHANGE) | SURPLUS PRODUCTION QUANTITY OF PARTS | PLANNED QUANTITY |
|----------------|---------------|-------------|-------------------------------|---|--|---------------------|
| R01 | 1/1 | 1/10 | 10 | 0 | 0 | 0 |
| R01 | 1/11 | 1/20 | 10 | 0 | 0 | 0 |
| R01 | 1/21 | 1/31 | 10 | 0 | 0 | 0 |
| R02 | 1/1 | 1/10 | 0 | 0 | 2 | 0 |
| R02 | 1/11 | 1/20 | 0 | 0 | 6 | 0 |
| R02 | 1/21 | 1/31 | 0 | 0 | 10 | 0 |

FIG. 32

| ORDER ID | PROCESS ID | START DATE | END DATE | OFFSET | RESOURCE ID | QUANTITY |
|----------|------------|---------------|-------------|--------|-------------|----------|
| A-2 | A001 | _ | - | 0 | R01 | 2.5=3 |
| A-2 | A002 | 1/11 | 1/20 | 1 | R02 | 5 |
| A-3 | A001 | - | - | 0 | R01 | 1 |
| A-3 | A002 | 1/21 | 1/31 | 1 | R02 | 2 |
| B-3 | B001 | - | - | 0 | R01 | 5 |
| B-3 | B002 | - | - | 1 | R02 | 5 |
| B-3 | B003 | 1/21 | 1/31 | 2 | R01 | 3 |

FIG. 33

| RESOURCE ID | START DATE | END DATE | FIXED QUANTITY OF PARTS | DESIRED QUANTITY FOR PARTS (FOR CHANGE) | SURPLUS PRODUCTION QUANTITY OF PARTS | PLANNED QUANTITY |
|----------------|---------------|-------------|-------------------------------|---|--|---------------------|
| R01 | 1/1 | 1/10 | 10 | 0 | 0 | 0 |
| R01 | 1/11 | 1/20 | 10 | .0 | 0 | 0 |
| R01 | 1/21 | 1/31 | 10 | 0 | 0 | 3 |
| R02 | 1/1 | 1/10 | 0 | 0 | 2 | 0 |
| R02 | 1/11 | 1/20 | 0 | 0 | 6 | 5 |
| R02 | 1/21 | 1/31 | 0 | 0 | 10 | 2 |

FIG. 34

| ORDER ID | PROCESS ID | START DATE | END DATE | OFFSET | RESOURCE ID | QUANTITY |
|----------|------------|---------------|-------------|--------|-------------|----------|
| A-2 | A001 | 1/10 | 1/19 | 0 | R01 | 3 |
| A-2 | A002 | 1/11 | 1/20 | 1 | R02 | 5 |
| A-3 | A001 | 1/20 | 1/30 | 0 | R01 | 1 |
| A-3 | A002 | 1/21 | 1/31 | 1 | R02 | 2 |
| B-3 | B001 | 1/17 | 1/27 | 0 | R01 | 5 |
| B-3 | B002 | 1/18 | 1/28 | 1 | R02 | 5 |
| B-3 | B003 | 1/21 | 1/31 | 2 | R01 | 3 |

FIG. 35

| RESOURCE ID | START DATE | END DATE | FIXED QUANTITY OF PARTS | DESIRED QUANTITY FOR PARTS | SURPLUS PRODUCTION QUANTITY OF PARTS | PLANNED QUANTITY |
|----------------|---------------|-------------|-------------------------------|-------------------------------|--|---------------------|
| R01 | 1/1 | 1/10 | 10 | 0 | 0 | 0 |
| R01 | 1/11 | 1/20 | 10 | 0 | 0 | 2 |
| R01 | 1/21 | 1/31 | 10 | 0 | 0 | 7 |
| R02 | 1/1 | 1/10 | 0 | 0 | 2 | 0 |
| R02 | 1/11 | 1/20 | 0 | 2 | 6 | 6 |
| R02 | 1/21 | 1/31 | 0 | 10 | 10 | 6 |

FIG. 36

| ORDER ID | START DATE | END DATE | | PRICE @ FIXED QUANTITY FOR PARENT PRODUCTS | PRICE @ REQUESTED QUANTITY OF PARENT PRODUCTS | PRICE @ SURPLUS PRODUCTION QUANTITY FOR PARENT PRODUCTS |
|-------------|---------------|-------------|---|--|---|---|
| A-1 | 1/1 | 1/10 | Α | 0 | 0 | 0 |
| A-2 | 1/11 | 1/20 | Α | 0 | 2 @ 50 | 0 |
| A-3 | 1/21 | 1/31 | Α | 0 | 0 | 0 |
| B-1 | 1/1 | 1/10 | В | 0 | 0 | 0 |
| B-2 | 1/11 | 1/20 | В | 0 | 0 | 0 |
| B-3 | 1/21 | 1/31 | В | 0 | 5 @ 60 | 0 |

FIG. 37

| RESOURCE ID | START DATE | END DATE | PRICE @ FIXED QUANTITY OF PARTS | PRICE @ DESIRED QUANTITY FOR PARTS | PRICE @ SURPLUS PRODUCTION QUANTITY OF PARENT PRODUCTS | PLANNED QUANTITY |
|----------------|---------------|-------------|---------------------------------------|--|--|---------------------|
| R01 | 1/1 | 1/10 | 10 @ 20 | 0 | 0 | 0 |
| R01 | 1/11 | 1/20 | 10 @ 20 | 0 | 0 | 0 |
| R01 | 1/21 | 1/31 | 10 @ 20 | 0 | 0 | 0 |
| R02 | 1/1 | 1/10 | 0 | 0 | 2@10 | 0 |
| R02 | 1/11 | 1/20 | 0 | 0 | 6@10 | 0 |
| R02 | 1/21 | 1/31 | 0 | 0 | 10 @ 10 | 0 |

FIG. 38

| ORDER ID | PROCESS ID | START DATE | END DATE | OFFSET | RESOURCE ID | QUANTITY | COST |
|----------|------------|---------------|-------------|--------|-------------|----------|------|
| A-2 | A001 | - | - | 0 | R01 | 2 | |
| A-2 | A002 | 1/1 | 1/20 | 1 | R02 | 4 | @ 10 |
| B-3 | B001 | - | - | 0 | R01 | 5 | |
| B-3 | B002 | _ | - | 1 | R02 | 5 | |
| B-3 | B003 | 1/21 | 1/31 | 2 | R01 | 3 | @ 20 |

FIG. 39

| RESOURCE ID | START DATE | END DATE | PRICE @ FIXED QUANTITY OF PARTS | PRICE @ DESIRED QUANTITY FOR PARTS | PRICE @ SURPLUS PRODUCTION QUANTITY OF PARTS | PLANNED QUANTITY |
|----------------|---------------|-------------|---------------------------------------|--|--|---------------------|
| R01 | 1/1 | 1/10 | 10 @ 20 | 0 | 0 | 0 |
| R01 | 1/11 | 1/20 | 10 @ 20 | 0 | 0 | 0 |
| R01 | 1/21 | 1/31 | 10 @ 20 | 0 | 0 | 3 |
| R02 | 1/1 | 1/10 | 0 | 0 | 2 @ 10 | 0 |
| R02 | 1/11 | 1/20 | 0 | 0 | 6@10 | 4 |
| R02 | 1/21 | 1/31 | 0 | 0 | 10 @ 10 | 0 |

FIG. 40

| ORDER ID | PROCESS ID | START DATE | END DATE | OFFSET | RESOURCE ID | QUANTITY | COST |
|----------|------------|---------------|-------------|--------|-------------|----------|------|
| A-2 | A001 | - | - | 0 | R01 | 2 | |
| A-2 | A002 | 1/11 | 1/20 | 1 | R02 | 4 | @ 10 |
| B-3 | B001 | - | - | 0 | R01 | 5 | |
| B-3 | B002 | 1/19 | 1/29 | 1 | R02 | 5 | @ 10 |
| B-3 | B003 | 1/21 | 1/31 | 2 | R01 | 3 | @ 20 |

FIG. 41

| RESOURCE ID | START DATE | END DATE | PRICE @ FIXED QUANTITY OF PARTS | PRICE @ DESIRED QUANTITY FOR PARTS | PRICE @ SURPLUS PRODUCTION QUANTITY OF PARTS | PLANNED QUANTITY |
|----------------|---------------|-------------|---------------------------------------|--|--|---------------------|
| R01 | 1/1 | 1/10 | 10 @ 20 | 0 | 0 | 0 |
| R01 | 1/11 | 1/20 | 10 @ 20 | 0 | 0 | 0 |
| R01 | 1/21 | 1/31 | 10 @ 20 | 0 | 0 | 3 |
| R02 | 1/1 | 1/10 | 0 | 0 | 2 @ 10 | 0 |
| R02 | 1/11 | 1/20 | 0 | 0 | 6@10 | 4+1 |
| R02 | 1/21 | 1/31 | 0 | 0 | 10 @ 10 | 0+4 |

FIG. 42

| ORDER ID | PROCESS ID | START DATE | END DATE | OFFSET | RESOURCE ID | QUANTITY | COST |
|----------|------------|---------------|-------------|--------|-------------|----------|------|
| A-2 | A001 | - | - | 0 | R01 | 2 | |
| A-2 | A002 | 1/11 | 1/20 | 1 | R02 | 4 | @ 10 |
| B-3 | B001 | 1/18 | 1/28 | 0 | R01 | 5 | @ 20 |
| B-3 | B002 | 1/19 | 1/29 | 1 | R02 | 5 | @ 10 |
| B-3 | B003 | 1/21 | 1/31 | 2 | R01 | 3 | @ 20 |

FIG. 43

| RESOURCE ID | START DATE | END DATE | PRICE @ FIXED QUANTITY OF PARTS | PRICE @ DESIRED QUANTITY FOR PARTS | PRICE @ SURPLUS PRODUCTION QUANTITY OF PARTS | PLANNED QUANTITY |
|----------------|---------------|-------------|---------------------------------------|--|--|---------------------|
| R01 | 1/1 | 1/10 | 10 @ 20 | 0 | 0 | 0 |
| R01 | 1/11 | 1/20 | 10 @ 20 | 0 | 0 | 0+1 |
| R01 | 1/21 | 1/31 | 10 @ 20 | 0 | 0 | 3+4 |
| R02 | 1/1 | 1/10 | 0 | 0 | 2@10 | 0 |
| R02 | 1/11 | 1/20 | 0 | 0 | 5@10 | 5 |
| R02 | 1/21 | 1/31 | 0 | 0 | 10 @ 10 | 4 |

FIG. 44

| ORDER ID | PROCESS ID | STAR DATE | END DATE | OFFSET | RESOURCE ID | QUANTITY | COST |
|----------|------------|--------------|-------------|--------|-------------|----------|------|
| A-2 | A001 | 1/10 | 1/19 | 0 | R01 | 2 | @ 20 |
| A-2 | A002 | 1/11 | 1/20 | 1 | R02 | 4 | @ 10 |
| B-3 | B001 | 1/18 | 1/28 | 0 | R01 | 5 | @ 20 |
| B-3 | B002 | 1/19 | 1/29 | 1 | R02 | 5 | @ 10 |
| B-3 | B003 | 1/21 | 1/31 | 2 | R01 | 3 | @ 20 |

FIG. 45

| RESOURCE ID | START DATE | END DATE | PRICE @ FIXED QUANTITY OF PARTS | PRICE @ DESIRED QUANTITY FOR PARTS | PRICE @ SURPLUS PRODUCTION QUANTITY OF PARTS | PLANNED QUANTITY |
|----------------|---------------|-------------|---------------------------------------|--|--|---------------------|
| R01 | 1/1 | 1/10 | 10 @ 20 | 0 | 0 | 0 |
| R01 | 1/11 | 1/20 | 10 @ 20 | 0 | 0 | 1+2 |
| R01 | 1/21 | 1/31 | 10 @ 20 | 0 | 0 | 7 |
| R02 | 1/1 | 1/10 | 0 | 0 | 2 @ 10 | 0 |
| R02 | 1/11 | 1/20 | 0 | 0 | 5 @ 10 | 5 |
| R02 | 1/21 | 1/31 | 0 | 0 | 10 @ 10 | 4 |

FIG. 46

| RESOURCE ID | START DATE | END DATE | PRICE @ FIXED QUANTITY OF PARTS | PRICE @ DESIRED QUANTITY FOR PARTS | PRICE @ SURPLUS PRODUCTION QUANTITY OF PARTS | PLANNED QUANTITY |
|----------------|---------------|-------------|---------------------------------------|--|--|---------------------|
| R01 | 1/1 | 1/10 | 10 @ 20 | 0 | 0 | 0 |
| R01 | 1/11 | 1/20 | 10 @ 20 | 0 | 0 - | 3 |
| R01 | 1/21 | 1/31 | 10 @ 20 | 0 | 0 | 7 |
| R02 | 1/1 | 1/10 | 0 | 0 | 2 @ 10 | 0 |
| R02 | 1/11 | 1/20 | 0 | 1 | 5@10 | 5 |
| R02 | 1/21 | 1/31 | 0 | 7 | 10 @ 10 | 4 |

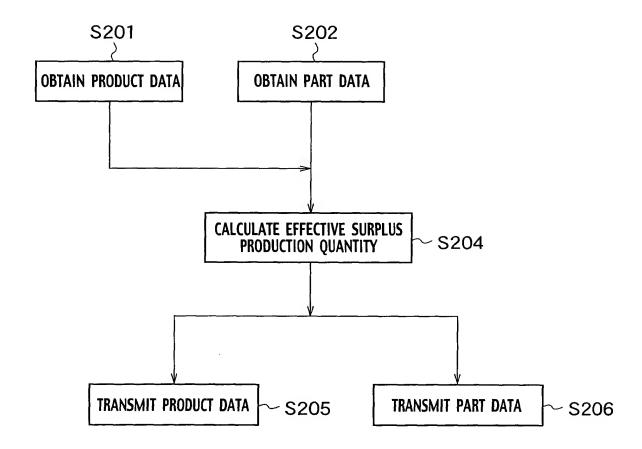
FIG. 47

| ORDER ID | START DATE | END DATE | PRODUCT ID | PRICE @ FIXED QUANTITY FOR PARENT PRODUCTS | PRICE @ REQUESTED QUANTITY OF PARENT PRODUCTS | PRICE @ SURPLUS PRODUCTION QUANTITY FOR PARENT PRODUCTS |
|-------------|---------------|-------------|---------------|--|---|---|
| A-1 | 1/1 | 1/10 | Α | 0 | 0 | 1 @ 40 |
| A-2 | 1/11 | 1/20 | Α | 2 @ 50 | 0 | 0 @ 50 |
| A-3 | 1/21 | 1/31 | Α | 0 | 0 | 3 @ 50 |
| B-1 | 1/1 | 1/10 | В | 0 | 0 | 2 @ 40 |
| B-2 | 1/11 | 1/20 | В | 0 | 0 | 1 @ 60 |
| B-3 | 1/21 | 1/31 | В | 5 @ 60 | 0 | 2 @ 60 |

FIG. 48

| RESOURCE ID | START DATE | | PRICE @ FIXED QUANTITY OF PARTS | PRICE @ DESIRED QUANTITY FOR PARTS | PRICE @ SURPLUS PRODUCTION QUANTITY OF PARTS | PLANNED QUANTITY |
|----------------|---------------|------|---------------------------------------|--|--|---------------------|
| R02 | 1/1 | 1/10 | 0 | 0 | 2@10 | 0 |
| R02 | 1/11 | 1/20 | 0 | 5@10 | 5@10 | 0 |
| R02 | 1/21 | 1/31 | 0 | 4@10 | 10 @ 10 | 0 |

FIG. 49



OBLON, SPIVAK, ET AL DOCKET # 240991US2RD INV: Kentaro TORII, et al. SHEET <u>28</u> OF <u>43</u>

FIG. 50

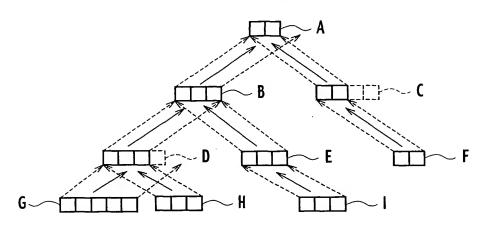


FIG. 51

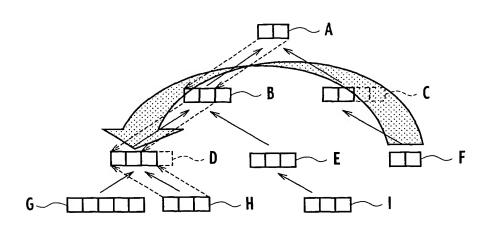


FIG. 52

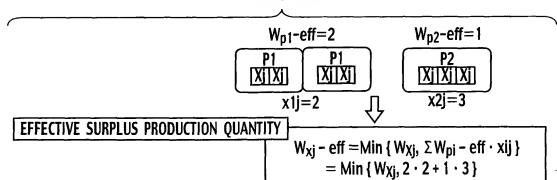


FIG. 53A

| | EFFECTIVE SURPLUS PRODUCTION QUANTITY | | | | | |
|------|---------------------------------------|-----|--|--|--|--|
| TERM | P1 P2 | | | | | |
| 1 | 0.2 | 0.1 | | | | |
| 2 | 0.1 | 0.1 | | | | |
| 3 | 0.2 | 0.2 | | | | |
| 4 | 0.1 | 0.3 | | | | |
| 5 | 0.2 | 0.4 | | | | |

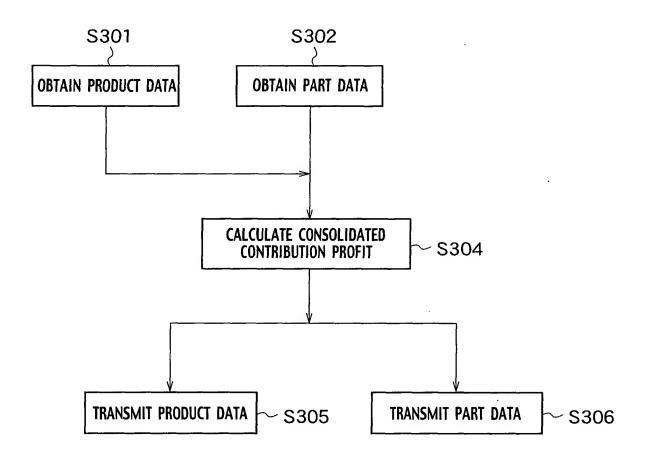
FIG. 53B

| | SURP | LUS PRODI QUANTITY | UCTION (|
|------|------|-----------------------|-------------|
| TERM | X1 | X2 | Х3 |
| 1 | 0.4 | 0.3 | 0.2 |
| 2 | 0.5 | 0.3 | 0.3 |
| 3 | 0.4 | 0.3 | 0.4 |
| 4 | 0.5 | 0.3 | 0.5 |
| 5 | 0.4 | 0.3 | 0.6 |

FIG. 53C

| | EFFECTIVE SURPLUS PRODUCTION QUANTITY | | | | | | | |
|------|---------------------------------------|-----|-----|--|--|--|--|--|
| TERM | X1 X2 X3 | | | | | | | |
| 1 | 0.2 | 0.3 | 0.1 | | | | | |
| 2 | 0.1 | 0.2 | 0.1 | | | | | |
| 3 | 0.2 | 0.3 | 0.2 | | | | | |
| 4 | 0.1 | 0.3 | 0.3 | | | | | |
| 5 | 0.2 | 0.3 | 0.4 | | | | | |

FIG. 54



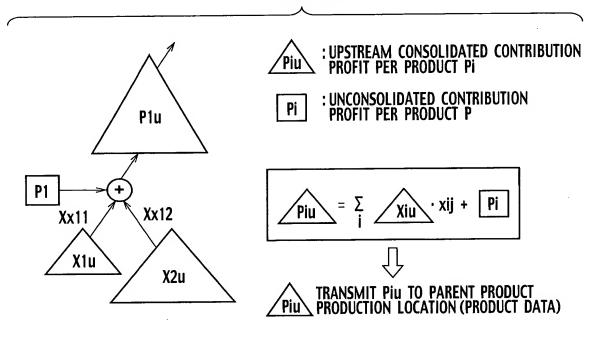
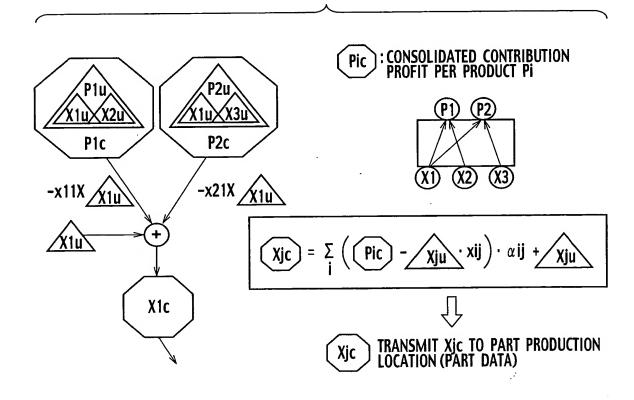


FIG. 56



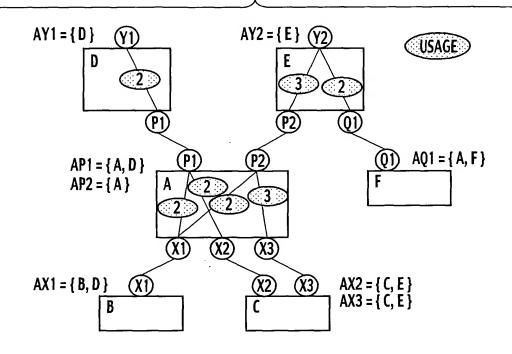


FIG. 58

| PRODUCTION LOCATION | PRODUCT ID | DUCT ID BELONGING DEPARTMENT S | | |
|---------------------|------------|--------------------------------|---|--|
| В | X1 | В | D | |
| C | X2 | C | E | |
| | Х3 | C | E | |
| Λ | P1 | A | D | |
| ^ | P2 | A | | |
| F | Q1 | A | F | |
| D | Y1 | D | | |
| E | Y2 | E | | |

FIG. 59

| PRODUCTION LOCATION | PRODUCT ID | UPSTREAM BELONGING DEPARTMENT SET | | | | | | |
|---------------------|------------|-----------------------------------|---|---|---|---|---|--|
| В | X1 | В | D | | | | | |
| (| X2 | C | E | | | | | |
| | Х3 | С | E | | | | | |
| Δ | P1 | A | В | С | D | E | | |
| | P2 | Α | В | C | D | E | | |
| F | Q1 | Α | F | | | | | |
| D | Y1 | A | В | С | D | E | | |
| E | Y2 | Α | В | С | D | E | F | |

FIG. 60

| PRODUCTION LOCATION | PRODUCT ID | CONSOLIDATED BELONGING DEPARTMENT SET | | | | | | |
|---------------------|---------------|---------------------------------------|---|---|---|----|---|--|
| В | X1 | A | В | C | D | E | F | |
| (| X2 | A | В | С | D | E | | |
| ' | Х3 | Α | В | C | D | E | F | |
| ٨ | P1 | A | В | C | D | E_ | | |
| ^ | P2 | Α | В | C | D | E | F | |
| F | Q1 | Α | В | C | D | F | F | |
| D | Y1 | Α | В | C | D | E | | |
| E | Y2 | Α | В | C | D | E | F | |

FIG. 61

| PRODUCTION LOCATION | PRODUCT ID | | CO | NSOLIDA | TED BE | LONGIN | G DEPA | RTMENT | SET |
|---------------------|---------------|----------------------|-----|---------|--------|----------|--------|--------|------|
| В | X1 | BELONGING DEPARTMENT | AX1 | Α | В | C | D | E | F |
| 1 0 | ΛI | CONTRIBUTION PROFIT | RX1 | | 1.00 | | 1.00 | | |
| | X2 | BELONGING DEPARTMENT | AX2 | Α | В | C | D | E | F |
| | Λ2 | CONTRIBUTION PROFIT | RX2 | | | 1.00 | | 1.00 | |
| | Х3 | BELONGING DEPARTMENT | AX3 | Α | В | С | D | E | F |
| | λ3 | CONTRIBUTION PROFIT | RX3 | | | 1.00 | | 1.00 | |
| | P1 | BELONGING DEPARTMENT | AP1 | Α | . В | C | D | E | F |
| A | | CONTRIBUTION PROFIT | RP1 | 1.00 | | | 1.00 | | |
| . ^ | P2 | BELONGING DEPARTMENT | AP2 | Α | В | C | D | Ε | F |
| | FZ | CONTRIBUTION PROFIT | RP2 | 1.00 | | | | | |
| F | 01 | BELONGING DEPARTMENT | AQ1 | Α | В | C | D | E | F |
| Į r | Q1 | CONTRIBUTION PROFIT | RQ1 | 1.00 | | | | | 1.00 |
| D | Y1 | BELONGING DEPARTMENT | AY1 | Α | В | C | D | E | F |
| <u> </u> | | CONTRIBUTION PROFIT | RY1 | | | | 1.00 | | |
| E | Y2 | BELONGING DEPARTMENT | AY2 | Α | В | C | D | E | F |
| | 12 | CONTRIBUTION PROFIT | RY2 | | | | | 1.00 | |

FIG. 62

| PRODUCT ID | PART ID | USAGE |
|---------------|------------|-------|
| P1 | X1 | 2 |
| FI | Х2 | 2 |
| P2 | X1 | 2 |
| PZ | Х3 | 3 |
| Y1 | P1 | 2 |
| Y2 | P2 | 3 |
| 12 | Q1 | 2 |

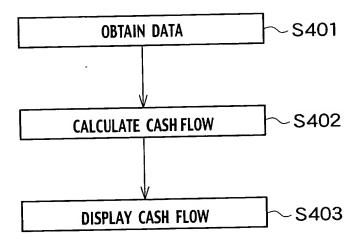
FIG. 63

| PRODUCTION LOCATION | PRODUCT ID | CONSOLIDATED BELONGING DEPARTMENT SET | | | | | | | | |
|---------------------|---------------|---------------------------------------|------|------|------|----------|------|-------|------|--|
| | | BELONGING DEPARTMENT | AuX1 | Α | | C | D | E | F | |
| В | X1 | CONTRIBUTION PROFIT | RuX1 | | 1.00 | | 1.00 | | | |
| | Va | BELONGING DEPARTMENT | AuX2 | Α | В | С | D | E | F | |
| | X2 | CONTRIBUTION PROFIT | RuX2 | | | 1.00 | | 1.00 | | |
| ' | V2 | BELONGING DEPARTMENT | AuX3 | Α | В | C | D | E | F | |
| | X3 | CONTRIBUTION PROFIT | RuX3 | | | 1.00 | | 1.00 | | |
| | P1 | BELONGING DEPARTMENT | AuP1 | Α | В | C | D | | F | |
| ١ , | | CONTRIBUTION PROFIT | RuP1 | 1.00 | 2.00 | 2.00 | 3.00 | 2.00 | | |
| A | P2 | BELONGING DEPARTMENT | AuP2 | Α | В | C | D | E | F | |
| | | CONTRIBUTION PROFIT | RuP2 | 1.00 | 2.00 | 3.00 | 2.00 | 3.00 | | |
| F | Q1 | BELONGING DEPARTMENT | AuQ1 | A | В | C | D | E | F | |
| F | | CONTRIBUTION PROFIT | RuQ1 | 1.00 | | | | | 1.00 | |
| 0 | Y1 | BELONGING DEPARTMENT | AuY1 | A | В | <u> </u> | D | E | F | |
| D | 1 11 | CONTRIBUTION PROFIT | RuY1 | 2.00 | 4.00 | 4.00 | 7.00 | 4.00 | | |
| E | Y2 | BELONGING DEPARTMENT | AuY2 | Α | В | C | D | E | F | |
| - | 12 | CONTRIBUTION PROFIT | RuY2 | 5.00 | 6.00 | 9.00 | 6.00 | 10.00 | 2.00 | |

FIG. 64

| PRODUCTION | | | CONS | OLIDAT | ED BEL | ONGING | DEPAR | RTMENT | SET |
|------------|------------|-----------------------------|------|--------|--------|--------|-------|----------|-------------------|
| LOCATION | ID | BELONGING DEPARTMENT | AuX1 | Α | В | C | D | E | F |
| В | X1 | CONTRIBUTION PROFIT | RuX1 | 0.67 | 1.00 | 1.25 | 1.38 | 1.33 | 0.17 |
| | Va | | AuX2 | Α | В | С | D | E | F |
| | X2 | CONTRIBUTION PROFIT | RuX2 | 0.50 | 1.00 | 1.00_ | 1.75 | 1.00 | <u>::::</u> ::::: |
| (| Х3 | BELONGING DEPARTMENT | AuX3 | Α | В | С | D | E | F |
| | V 2 | CONTRIBUTION PROFIT | RuX3 | 0.56 | 0.67 | 1.00 | 0.67 | 1.11 | 0.22 |
| | P1 | BELONGING DEPARTMENT | AuP1 | Α | В | С | D | E | F |
| A | | CONTRIBUTION PROFIT | RuP1 | 1.00 | 2.00 | 2.00 | 3.50 | 2.00 | |
| ^ | P2 | BELONGING DEPARTMENT | | Α | В | C | D | E | F |
| | | CONTRIBUTION PROFIT | RuP2 | 1.67 | 2.00 | 3.00 | 2.00 | 3.33 | 0.67 |
| F | Q1 | BELONGING DEPARTMENT | AuQ1 | A | В | C | D | E | F |
| F | | CONTRIBUTION PROFIT | RuQ1 | 2.50 | 3.00 | 4.50 | 3.00 | 5.00 | 1.00 |
| | Y1 | BELONGING DEPARTMENT | AuY1 | A | В | C | D | <u>E</u> | F |
| D | 1 11 | CONTRIBUTION PROFIT | RuY1 | 2.00 | 4.00 | 4.00 | 7.00 | 4.00 | |
| E | Y2 | BELONGING DEPARTMENT | AuY2 | A | В | C | D | E | F |
| | 12 | CONTRIBUTION PROFIT | RuY2 | 5.00 | 6.00 | 9.00 | 6.00 | 10.00 | 2.00 |

FIG. 65



OBLON, SPIVAK, ET AL DOCKET # 240991US2RD INV: Kentaro TORII, et al. SHEET <u>36</u> OF <u>43</u>

36/43

| | 110100 | | | | | | | | | | |
|------|------------------------------|-----------------------------|----------------------------|-----------------------------------|-----------------------|------------------------------|-----------------------------------|----------------------------|-----------------------------------|-----------------------|--|
| | | P | RODUCT 1 | | PRODUCT 2 | | | | | | |
| TERM | PLANNED SALES QUANTITY | PLANNED PRODUCTION QUANTITY | FIXED SALES QUANTITY | SURPLUS PRODUCTION QUANTITY | INVENTORY QUANTITY | PLANNED SALES QUANTITY | PLANNED PRODUCTION QUANTITY | FIXED SALES QUANTITY | SURPLUS PRODUCTION QUANTITY | INVENTORY QUANTITY | |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 1 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0.6 | 0 | 0.4 | |
| 2 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 0 | 0.4 | |
| 3 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 0 | 0.4 | |
| 4 | 0.4 | 0.4 | 0 | 0 | 0.4 | 0.6 | 0.6 | 1 | 0 | 0 | |
| 5 | 1 | 1 | 0 | 0 | 1.4 | 0 | 0 | 0 | 0 | 0 | |
| 6 | 0 | 0 | 1 | 0 | 0.4 | 1 | 1 | 0 | 0 | 1 | |
| 7 | 1 | 1 | 0 | 0 | 1.4 | 0 | 0 | 0 | 0 | 1 | |
| 8 | 0 | 0 | 0 | 0 | 1.4 | 1 | 1 | 0 | 0 | 2 | |
| 9 | 1 | 1 | 0 | 0 | 2.4 | 0 | 0 | 2 | 0 | 0 | |
| 10 | 1 | 1 | 3.4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 11 | 0.5 | 0 | 0 | 0.9 | 0 | 0.5 | 0.1 | 0 | 0.9 | 0.1 | |
| 12 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 1.1 | |
| 13 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 2.1 | |
| 14 | 0 | 0 | 0 | 0.5 | 0 | 0.5 | 0.5 | 0 | 0.5 | 2.6 | |
| 15 | 0 | 0 | 0 | 0.5 | 0 | 0.5 | 0.5 | 0 | 0.5 | 3.1 | |
| 16 | 0 | 0 | 0 | 0.5 | 0 | 0.5 | 0.5 | 0 | 0.5 | 3.6 | |
| 17 | 0 | 0 | 0 | 0.5 | 0 | 0.5 | 0.5 | 0 | 0.5 | 4.1 | |
| 18 | 0 | 0 | 0 | 0.5 | 0 | 0.5 | 0.5 | 0 | 0.5 | 4.6 | |
| 19 | 0 | 0 | 0 | 0.5 | 0 | 0.5 | 0.5 | 0 | 0.5 | 5.1 | |
| 20 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 5.1 | |
| 21 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 5.1 | |
| 22 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 1 | 4.1 | |
| 23 | 0 | 0 | 0 | . 1 | 0 | 0 | 0 | 1 | 1 | 3.1 | |
| 24 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 1 | 2.1 | |
| 25 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 1 | 1.1 | |
| 26 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 1.1 | |
| 27 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 1.1 | |
| 28 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 1.1 | |
| 29 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 1.1 | |

37/43

| | | PRODUCT 1 | | PRODUCT 2 | | | | |
|------|-----------------------|--------------|----------------------------------|-----------------------|---------------------------------------|----------------------------------|--|--|
| TERM | INVENTORY QUANTITY | CARRIED-OVER | SALABLE INVENTORY QUANTITY | INVENTORY QUANTITY | CARRIED-OVER INVENTORY QUANTITY | SALABLE INVENTORY QUANTITY | | |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| 1 | 0 | 0 | 0 | 0.4 | 0.4 | 0 | | |
| 2 | 0 | 0 | 0 | 0.4 | 0.4 | 0 | | |
| 3 | 0 | 0 | 0 | 0.4 | 0.4 | 0 | | |
| 4 | 0.4 | 0.4 | 0 | 0 | 0 | 0 | | |
| 5 | 1.4 | 1.4 | 0 | 0 | 0 | 0 | | |
| 6 | 0.4 | 0.4 | 0 | 1 | 1 | 0 | | |
| 7 | 1.4 | 1.4 | 0 | 1 | 1 | 0 | | |
| 8 | 1.4 | 1.4 | 0 | 2 | 2 | 0 | | |
| 9 | 2.4 | 2.4 | 0 | 0 | 0 | 0 | | |
| 10 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| 11 | 0 | 0 | 0 | 0.1 | 0 | 0.1 | | |
| 12 | 0 | 0 | 0 | 1.1 | 0 | 1.1 | | |
| 13 | 0 | 0 | 0 | 2.1 | 1 | 1.1 | | |
| 14 | 0 | 0 | 0 | 2.6 | 1.5 | 1.1 | | |
| 15 | 0 | 0 | 0 | 3.1 | 2 | 1.1 | | |
| 16 | 0 | 0 | 0 | 3.6 | 2.5 | 1.1 | | |
| 17 | 0 | 0 | 0 | 4.1 | 3 | 1.1 | | |
| 18 | 0 | 0 | 0 | 4.6 | 3.5 | 1.1 | | |
| 19 | 0 | 0 | 0 | 5.1 | 4 | 1.1 | | |
| 20 | 0 | 0 | 0 | 5.1 | 4 | 1.1 | | |
| 21 | 0 | 0 | 0 | 5.1 | 4 | 1.1 | | |
| 22 | 0 | 0 | 0 | 4.1 | 3 | 1.1 | | |
| 23 | 0 | 0 | 0 | 3.1 | 2 | 1.1 | | |
| 24 | 0 | 0 | 0 | 2.1 | 1 | 1.1 | | |
| 25 | 0 | 0 | 0 | 1.1 | 0 | 1.1 | | |
| 26 | 0 | 0 | 0 | 1.1 | 0 | 1.1 | | |
| 27 | 0 | 0 | 0 | 1.1 | 0 | 1.1 | | |
| 28 | 0 | 0 | 0 | 1.1 | 0 | 1.1 | | |
| 29 | 0 | 0 | 0 | 1.1 | 0 | 1.1 | | |

OBLON, SPIVAK, ET AL DOCKET # 240991US2RD INV: Kentaro TORII, et al. SHEET <u>38</u> OF <u>43</u>

38/43

| | | PRODUCT | 1 | PRODUCT 2 | | | | |
|------|-------|------------------------------|----------------------------------|-----------|------------------------------|----------------------------------|--|--|
| TERM | PRICE | DIRECT PRODUCTION COST | INVENTORY COST COEFFICIENT | PRICE | DIRECT PRODUCTION COST | INVENTORY COST COEFFICIENT | | |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| 1 | 0.6 | 0.3 | 0.01 | 0.5 | 0.3 | 0.01 | | |
| 2 | 0.595 | 0.3 | 0.01 | 0.496 | 0.3 | 0.01 | | |
| 3 | 0.59 | 0.3 | 0.01 | 0.492 | 0.3 | 0.01 | | |
| 4 | 0.585 | 0.3 | 0.01 | 0.488 | 0.3 | 0.01 | | |
| 5 | 0.58 | 0.3 | 0.01 | 0.484 | 0.3 | 0.01 | | |
| 6 | 0.575 | 0.3 | 0.01 | 0.48 | 0.3 | 0.01 | | |
| 7 | 0.57 | 0.3 | 0.01 | 0.476 | 0.3 | 0.01 | | |
| 8 | 0.565 | 0.3 | 0.01 | 0.472 | 0.3 | 0.01 | | |
| 9 | 0.56 | 0.3 | 0.01 | 0.468 | 0.3 | 0.01 | | |
| 10 | 0.555 | 0.3 | 0.01 | 0.464 | 0.3 | 0.01 | | |
| 11 | 0.565 | 0.3 | 0.01 | 0.46 | 0.3 | 0.01 | | |
| 12 | 0.575 | 0.3 | 0.01 | 0.456 | 0.3 | 0.01 | | |
| 13 | 0.585 | 0.3 | 0.01 | 0.452 | 0.3 | 0.01 | | |
| 14 | 0.595 | 0.3 | 0.01 | 0.448 | 0.3 | 0.01 | | |
| 15 | 0.605 | 0.3 | 0.01 | 0.444 | 0.3 | 0.01 | | |
| 16 | 0.615 | 0.3 | 0.01 | 0.44 | 0.3 | 0.01 | | |
| 17 | 0.625 | 0.3 | 0.01 | 0.436 | 0.3 | 0.01 | | |
| 18 | 0.635 | 0.3 | 0.01 | 0.432 | 0.3 | 0.01 | | |
| 19 | 0.645 | 0.3 | 0.01 | 0.428 | 0.3 | 0.01 | | |
| 20 | 0.655 | 0.3 | 0.01 | 0.424 | 0.3 | 0.01 | | |
| 21 | 0.665 | 0.3 | 0.01 | 0.42 | 0.3 | 0.01 | | |
| 22 | 0.675 | 0.3 | 0.01 | 0.416 | 0.3 | 0.01 | | |
| 23 | 0.685 | 0.3 | 0.01 | 0.412 | 0.3 | 0.01 | | |
| 24 | 0.695 | 0.3 | 0.01 | 0.408 | 0.3 | 0.01 | | |
| 25 | 0.705 | 0.3 | 0.01 | 0.404 | 0.3 | 0.01 | | |
| 26 | 0.715 | 0.3 | 0.01 | 0.4 | 0.3 | 0.01 | | |
| 27 | 0.725 | 0.3 | 0.01 | 0.396 | 0.3 | 0.01 | | |
| 28 | 0.735 | 0.3 | 0.01 | 0.392 | 0.3 | 0.01 | | |
| 29 | 0.745 | 0.3 | 0.01 | 0.388 | 0.3 | 0.01 | | |

FIG. 69A

| | DEPARTMENT EXPENDITURE | | | | SALES | | | MARGINAL PROFIT | | |
|------|-------------------------|----------------------------|---------------------------|---------------|-------------------------|----------------|---------------|-------------------------|----------------|--|
| TERM | COMMON FIXED COST | TOTAL INVENTORY COST | FIXED RESOURCE COST | SALES PLAN | PRODUC- TION PLAN | FIXED SALES | SALES PLAN | PRODUC- TION PLAN | FIXED SALES | |
| 0 | | | | | | | | | | |
| 1 | 0.1 | 0.004 | 0.3 | 0.5 | 0.5 | 0.3 | 0.5 | 0.5 | 0.3 | |
| 2 | 0.1 | 0.004 | 0.2975 | 0.496 | 0.496 | 0.496 | 0.196 | 0.196 | 0.196 | |
| 3 | 0.1 | 0.004 | 0.2925 | 0.492 | 0.492 | 0.492 | 0.1945 | 0.1945 | 0.1945 | |
| 4 | 0.1 | 0.004 | 0.2875 | 0.5268 | 0.5268 | 0.488 | 0.2343 | 0.2343 | 0.1955 | |
| 5 | 0.1 | 0.014 | 0.2825 | 0.58 | 0.58 | 0 | 0.2925 | 0.2925 | 0 | |
| 6 | 0.1 | 0.014 | 0.2775 | 0.48 | 0.48 | 0.575 | 0.1975 | 0.1975 | 0.2925 | |
| 7 | 0.1 | 0.024 | 0.2725 | 0.57 | 0.57 | 0 | 0.2925 | 0.2925 | 0 | |
| 8 | 0.1 | 0.034 | 0.2675 | 0.472 | 0.472 | 0 | 0.1995 | 0.1995 | 0 | |
| 9 | 0.1 | 0,024 | 0.2656 | 0.56 | 0.56 | 0.936 | 0.2925 | 0.2925 | 0.401 | |
| 10 | 0.1 | 0 | 0.02575 | 0.555 | 0.555 | 1.887 | 0.2925 | 0.2925 | 0.9945 | |
| 11 | 0.1 | 0.001 | 0.2525 | 0.5125 | 0.5125 | 0 | 0.255 | 0.02025 | 0 | |
| 12 | 0.1 | 0.011 | 0.2475 | 0.456 | 0.456 | 0 | 0.2035 | 0.2035 | 0 | |
| 13 | 0.1 | 0.021 | 0.12125 | 0.452 | 0.452 | 0 | 0.2045 | 0.2045 | 0 | |
| 14 | 0.1 | 0.026 | 0.11875 | 0.224 | 0.224 | 0 | 0.10275 | 0.10275 | 0 | |
| 15 | 0.1 | 0.031 | 0.11625 | 0.222 | 0.222 | 0 | 0.10325 | 0.10325 | 0 | |
| 16 | 0.1 | 0.036 | 0.11375 | 0.22 | 0.22 | 0 | 0.10375 | 0.10375 | 0 | |
| 17 | 0.1 | 0.041 | 0.11125 | 0.218 | 0.218 | 0 | 0.10425 | 0.10425 | 0 | |
| 18 | 0.1 | 0.046 | 0.10875 | 0.216 | 0.216 | 0 | 0.10475 | 0.10475 | 0 | |
| 19 | 0.1 | 0.051 | 0 | 0.214 | 0.214 | 0 | 0.10525 | 0.10525 | 0 | |
| 20 | 0.1 | 0.051 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 21 | 0.1 | 0.051 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 22 | 0.1 | 0.041 | 0 | 0 | 0 | 0.416 | 0 | 0 | 0.2135 | |
| 23 | 0.1 | 0.031 | 0 | 0 | 0 | 0.412 | 0 | 0 | 0.2145 | |
| 24 | 0.1 | 0.021 | 0 | 0 | 0 | 0.408 | 0 | 0 | 0.2155 | |
| 25 | 0.1 | 0.011 | 0 | 0 | 0 | 0.404 | 0 | 0 | 0.2165 | |
| 26 | 0.1 | 0.011 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 27 | 0.1 | 0.011 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 28 | 0.1 | 0.011 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| 29 | | 0.011 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |

FIG. 69B

| | DEPARTMENT CASH FLOW | | | | | | | | | |
|------|----------------------|-----------------------|------------------|---|---------------------------|---------------------------|--|--|--|--|
| TERM | EXISTING CF | PRODUCTION PLAN CF | SALES PLAN CF | INVENTORY SALES CF AT PRESENT TIME | P1 SURPLUS CAPACITY CF | P2 SURPLUS CAPACITY CF | | | | |
| 0 | | | | | | | | | | |
| 1 | 0.196 | 0.196 | 0.196 | 0.196 | 0.196 | 0.196 | | | | |
| 2 | 0.288 | 0.288 | 0.288 | 0.288 | 0.288 | 0.288 | | | | |
| 3 | 0.3785 | 0.3785 | 0.3785 | 0.3785 | 0.3785 | 0.3785 | | | | |
| 4 | 0.47 | 0.47 | 0.47 | 0.47 | 0.47 | 0.47 | | | | |
| 5 | 0.0685 | 0.0685 | 0.0685 | 0.0685 | 0.0685 | 0.0685 | | | | |
| 6 | 0.247 | 0.247 | 0.247 | 0.247 | 0.247 | 0.247 | | | | |
| 7 | -0.1545 | -0.1545 | -0.1545 | -0.1545 | -0.1545 | 0.02775 | | | | |
| 8 | -0.561 | -0.561 | -0.561 | -0.561 | -0.561 | -0.37875 | | | | |
| 9 | -0.0165 | -0.0165 | -0.0165 | -0.0165 | -0.0165 | 0.16575 | | | | |
| 10 | 1.508 | 1.508 | 1.508 | 1.508 | 1.508 | 1.793 | | | | |
| 11 | 1.38125 | 1.42825 | 1.663 | 1.42725 | 1.705 | 1.8165 | | | | |
| 12 | 1.01775 | 1.53075 | 1.7655 | 0.51935 | 1.8075 | 2.02275 | | | | |
| 13 | 0.64925 | 1.16225 | 1.397 | 1.14645 | 1.439 | 1.7585 | | | | |
| 14 | 0.402 | 0.915 | 1.14975 | 0.8948 | 1.368 | 1.616 | | | | |
| 15 | 0.15225 | 0.66525 | 0.9 | 0.64065 | 1.302 | 1.4715 | | | | |
| 16 | -0.1 | 0.413 | 0.64775 | 0.384 | 1.241 | 1.43075 | | | | |
| 17 | -0.35475 | 0.15825 | 0.393 | 0.12485 | 1.185 | 1.3885 | | | | |
| 18 | -0.612 | -0.099 | 0.13575 | -0.1368 | 1.134 | 1.34475 | | | | |
| 19 | -0.87175 | -0.35875 | -0.124 | -0.40095 | 1.088 | 1.2995 | | | | |
| 20 | -1.02275 | -0.50975 | -0.275 | -0.55635 | 1.3795 | 1.364 | | | | |
| 21 | -1.17375 | -0.66075 | -0.426 | -0.71175 | 1.686 | 1.4295 | | | | |
| 22 | -0.89875 | -0.38575 | -0.151 | -0.44115 | 2.4335 | 1.922 | | | | |
| 23 | | -0.10475 | 0.13 | -0.16455 | 3.202 | 2.4215 | | | | |
| 24 | | 0.18225 | 0.417 | 0.11805 | 3.9915 | 2.928 | | | | |
| 25 | | 0.47525 | 0.71 | 0.40665 | 4.802 | 3.4415 | | | | |
| 26 | | 0.36425 | 0.599 | 0.29125 | 5.2235 | 3.3305 | | | | |
| 27 | | 0.25325 | 0.488 | 0.17585 | 5.66 | 3.2195 | | | | |
| 28 | | 0.14225 | 0.377 | 0.06045 | 6.1115 | 3.1085 | | | | |
| 29 | | 0.03125 | 0.266 | -0.05495 | 6.578 | 2.9975 | | | | |

4

OBLON, SPIVAK, ET AL DOCKET # 240991US2RD INV: Kentaro TORII, et al. SHEET 41 OF 43

FIG. 70

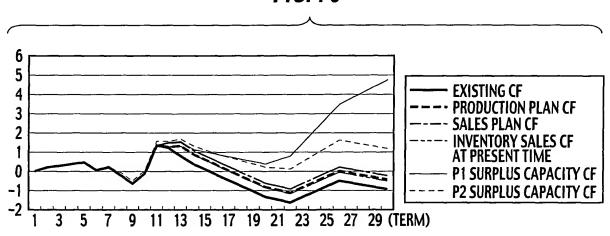
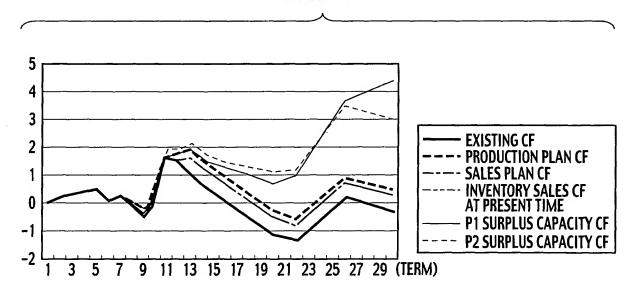


FIG. 71





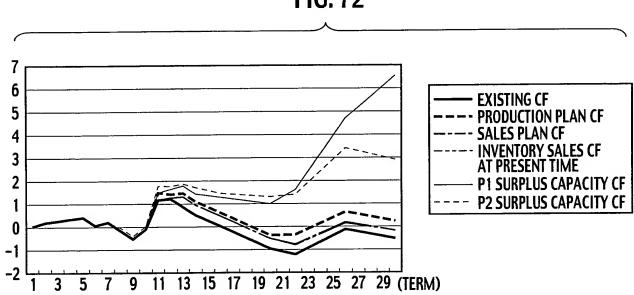


FIG. 73

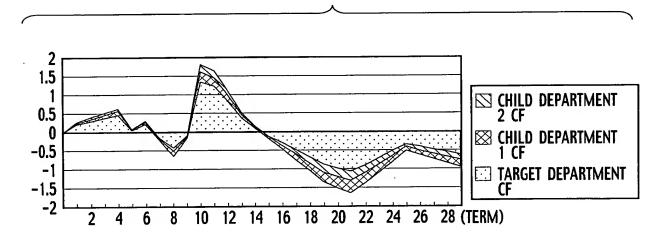


FIG. 74

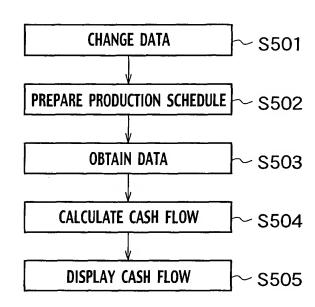


FIG. 75

